



HFM 180 Technical Course on “Strategies to Address Recruiting and Retention in the Military”

VALUES RESEARCH

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Outline

- Defining human values
- Values in the Military
- The importance of values for recruiting
- The importance of values for retention
- Recommendations

Defining Human Values

- Values play a crucial role in personal and social life
- Thomas and Znaniecki (1918-1920) released values from the prevailing biological influence at the time.
- Therefore, they became cognitive in nature. [Inter-subjective] values connect [intra-subjective] attitudes with social structure.

Defining Human Values

- According to Parsons (Parsons & Shils, 1951), values instigate behavior.
- In line with Parsons' causal assumption, in the nineties values were recognized on top of the cultural control –values control norms which in turn control behavior.

Defining Human Values

- Maslow's hierarchy of human needs would set the grounds for Inglehart's (e.g., 2000) model about materialist vs. post-materialist values.
- Rokeach (1973) holds that values are cross-situational beliefs that are hierarchically organized and set the ground for our behavior.
- According to Rokeach, values are not descriptive nor evaluative but prescriptive beliefs. Terminal vs. instrumental values. Technique of self-confrontation.

Defining Human Values

- Triandis (1985) extends concepts of individualism & collectivism to include two dimensions: horizontal vs. vertical.
- According to the theory of Planned Behavior (Ajzen, 1988, 2002) attitude, subjective norms and perceived control determines intention which may end in behavior.

Defining Human Values

Cross-cultural theories on values emerged in the 80s developed by three main authors:

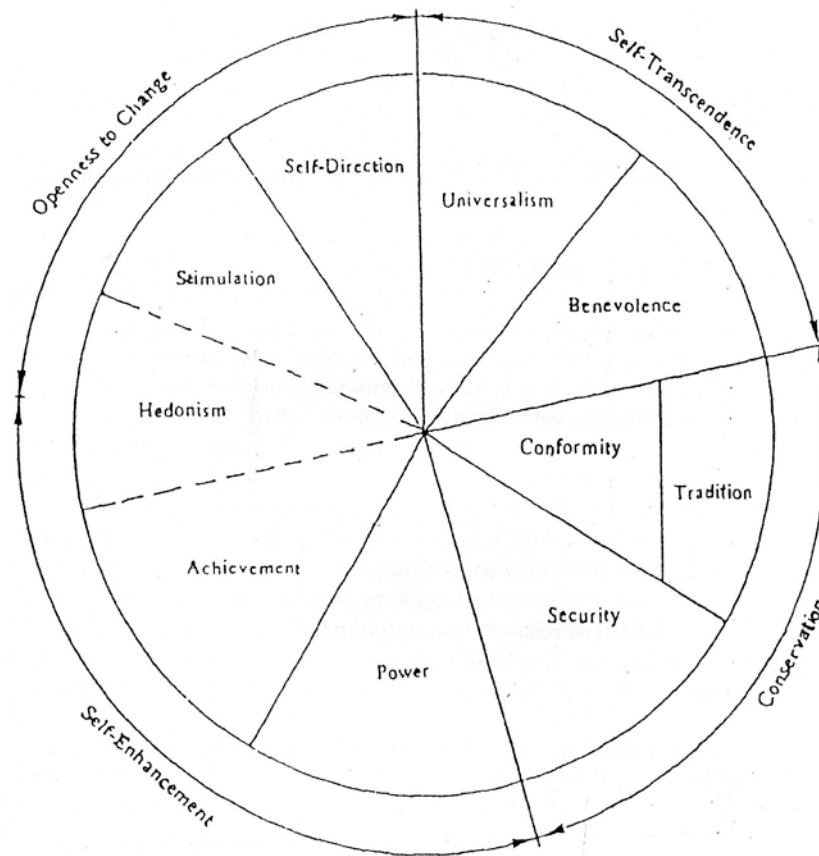
- Hofstede(1980). In order to solve the dilemma of individual autonomy vs. adaptation to groups, societies prioritize whether individual autonomy (individualism) or group norms (collectivism).
- On the basis of Maslow's theory of needs, Inglehart (2000) develops a theory of the shift in contemporary society from materialist to post-materialist values.

Defining Human Values

- Schwartz (1994). Values are desirable cross-situational goals, varying in their importance as guiding principles.
- Schwartz distinguishes two generic categories of values depending on whether the focus is on individual (basic individual values) or on the culture (cultural values).

Defining Human Values

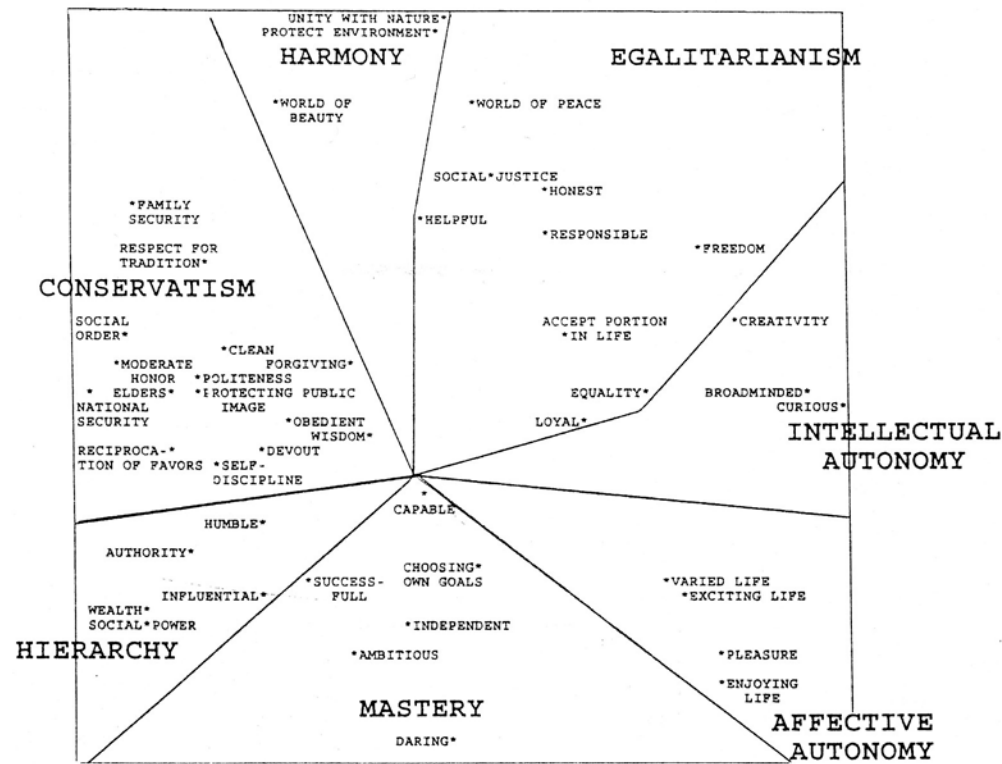
Basic individual values (Ros, Inglehart and Surkiss, 1999)





Defining Human Values

Cultural values (Schwartz, 1999)



Values in the Military

- Was Plato right when he insisted that knowledge is virtue –i.e., value?
- Obviously, there is a significant gap between knowing and doing.
- Actually, knowledge is necessary but not sufficient for the development of virtue.

Values in the Military

- Military members are committed to defend the constitutional values –there is an explicit oath of office.
- Basic knowledge about moral conduct grounds on human history (including religion), reason and experience.

Values in the Military

- Huntington (1957) in his classic “*The Soldier and the State*” describes the professional military ethic as a form of “conservative realism”, considerable away from American liberalism, but compatible with the Constitution.
- On the other hand, Janowitz (1960, 1970) in his also classic “*The Professional Soldier*” observed that after World War II, the American military had become less alienated from American society and was indeed adapting to civilian values.

Values in the Military

- In any case, the uniqueness of the military function will always keep them to some extent apart from the mainstream of civilian society and certain societal values.
- Where do military and civilian values converge and where must they diverge?
- These values must be shared by military and civilians alike, although in order to defend these values, military curb their own exercise of some of these freedoms.

Values in the Military

- Most military values are also held in civilian life. The difference is that in a military crisis, values (e.g., obedience) spell the difference between success and failure, whereas in civilian society its absence is rarely catastrophic.
- Same applies to values such as loyalty, honesty and courage.

Values in the Military

- But also some ethical rules and moral values receive more emphasis in certain professions because of their unique services to society –e.g. respect for the patient by medical professionals, confidentiality in the legal profession, etc.
- All of these special obligations stem from more general moral principles regarding human dignity, promise keeping, honesty and a quest for a just society.

Values in the Military

- The armed forces whose members behave with loyalty, obedience, courage, integrity, selflessness, etc., may become a moral anchor for their parent society.
- This is what can be drawn from surveys. To the question, “Who do you trust?” a high percentage of Americans (e.g., 68% in 1990 Gallup Poll) express confidence in the military –which is not the case with no other US institution.

Values in the Military

A number of characteristics of modern militaries have a great impact on values:

- Janowitz (1960, 1971) hypothesized five basic characteristics defining contemporary armed forces.
- Following Inglehart's theory on postmodern society, Moskos (2000) described the Postmodern Military.

Values in the Military

According to Janowitz (1960, 1971) contemporary armed forces feature 5 major characteristics:

- A changing organizational authority
- A narrowing of skill differential between military and civilian elites.
- Officer recruitment base widening from narrow, relatively high social status to a broader, more socially representative base.
- A significance of career patterns
- New trends in political indoctrination

Values in the Military

In line with Inglehart's theory, Moskos (2000) describes the Postmodern Military, in the following terms:

- The postmodern military has undergone five major changes.
- Military plays new roles other than traditional ones.

Values in the Military

- Moskos believes then that the cultural shift in advanced societies has extended to the military organization giving rise to deep-rooted changes, such as the aforementioned.
- The so called “revolution of military affairs” – the impact of information technologies on the armed forces, encompasses a number of major changes.

Values in the Military

Table 1. Armed Forces in three eras (Moskos, 2000)

<i>Forces Variable</i>	<i>Modern (Pre-Cold War)</i>	<i>Late Modern (Cold War)</i>	<i>Postmodern(1990-)</i>
Perceived threat	Enemy invasion	Nuclear war	Sub-national (ethnic violence, terrorism, etc.)
Force structure	Mass army conscription	Large professional army	Small professional army
Major mission definition	Defense of homeland	Support of alliance	New missions (peace-keeping, humanitarian)
Dominant Mil Professional	Combat leader	Manager or technician	Soldier-statesman, soldier-scholar
Public attitude toward Mil.	Supportive	Ambivalent	Indifferent
Media relations	Incorporated	Manipulated	Courted
Civilian employees	Minor component	Medium component	Major component
Women's role	Separate corps/ excluded	Partial integration	Full integration
Spouse and military	Integral part	Partial involvement	Removed
Homosexuals	Punished	Discharged	Accepted
Conscientious objection	Limited or prohibited	Routinely permitted	Subsumed under civilian service

Values Definition-Summarizing

- Values are cognitions that may define a situation, elicit goals and guide action (Verplanken and Holland, 2002).
- Values are motivational constructs –living up to a value fulfills a particular abstract goal.
- Most values are culturally shared but individuals differ in how they rank the importance of particular values.

Values Definition-Summarizing

- A small set of values are important components of the self-concept, hence contributing to a person's sense of identity.
- Specific values may form the basis for moral and ethical rules of conduct –e.g., the Armed Forces Regulations.
- Values (ethics) provide sense (a meaning for the behavior).

Values Definition-Summarizing

- As for the values-behavior relationship:
 - Some authors (e.g., Meglino et al., 1989) advocate a direct relation.
 - Whereas some others contend that unlike attitude-behavior relationship, values-behavior is an inconsistent relationship.
 - Finally, Verplank and Holland (2002) hold that this relationship is mediated by other variables such as personal norms, personal involvement, moral reasoning, attitudes or preferences, etc.

Values and Recruitment

- Values may determine the attractiveness of choices by influencing the weigh of information (Verplanken and Holland, 2002).
- Central values –those taking part of the self– help individuals define and interpret a situation, heed relevant information and elicit a motivation to act. The self is placed between values and behavior.

Values and Recruitment

- Even though organizational values are normally conveyed in recruitment messages, there are few studies on information persuasiveness in recruitment.
- Potential applicants are likely to prefer more representative and verifiable (statistical) evidence when it comes from the company's promotional materials but are more likely influenced by anecdotal information when evidence comes from outside sources. (Highhouse et al., 2002).

Values and Recruitment

- Therefore, companies would attract more potential applicants if they considered the compatibility between type of recruitment messages and the source they use to transmit them.
- According to ASA model (Schneider, 1995), people are attracted by an organization on the base of perceived congruence between organizational goals and own personality –a balance of needs and supplies (Kristof, 1996).

Values and Recruitment

- Value congruence is part of person-organization fit (Kristof, 1996) - people are more inclined to seek jobs in organizations where value orientation match their own.
- In the late 80s there was a shift in selection focus from person-job fit to person-organization fit, from hiring the best people for the job to hire those who met organizational demands –people usually leave organizations not just jobs.

Values and Recruitment

- Cable and Judge (1995) found that it was perceived rather than actual value congruence by interviewers what predicted interview outcomes.
- This apply particularly to recruitment/selection processes –where what matters is perceived rather than actual fit, probably in view of the short period of time that both applicants and organization has to show their values, goals and personalities.

Values and Retention

In terms of person-organization fit or goal congruence

- As part of the person-organization fit processes, values has a great impact on outcomes such as commitment or satisfaction.
- Schneider's ASA model holds that the outcome of the three interrelated processes determines the kind of people in the organizations and hence the nature, structures, processes and culture of the organization.

Values and Retention

- Chatman (1989) found that when person-organizational value fit is high, employees are less inclined to turnover –or more satisfied, committed and productive.
- On the other hand, Meglino et al. (1989) found no significant relationship between congruence and performance.

Values and Retention

- Meglino, Ravlin and Adkins (1989) found the strongest value congruence relationships at the lowest level of the organization, between supervisor and subordinate –which led to increased job satisfaction and organizational commitment.
- Vancouver and Schmitt (1991) found that member-constituency congruence had greater impact on job attitudes than supervisor-subordinate congruence.

Values and Retention

- Hui, Cheng and Gan (2003) remind of the importance to consider personal values, personality and attitudes of all members of a future team when hiring or deciding a placement.
- Parkes and Bochner (2001) tested implications of individualism-collectivism for person-culture fit and affective work-related outcomes.
- Considering the interaction between organizational and cultural fit, it seems that individualistic employees in individualistic organizations and collectivistic employees in collectivistic organizations show greater job satisfaction, organizational commitment and tenure.

Values and Retention

- Locke (1976, ctd. in Taris and Feij 2001) hypothesizes that the relationship between organizational supplies and job satisfaction varies as a function of work values –whether intrinsic, extrinsic or social work values.
- Although values may have some direct effects on work outcomes, they will primarily moderate the influence of organizational supplies on work outcomes.
- According to Taris and Feij study rewards supplied by the organization result in positive work outcomes, especially when the employee values those rewards. But excessive amounts of supplies may have a detrimental effect on job satisfaction and increase the intention to quit.

Values and Retention

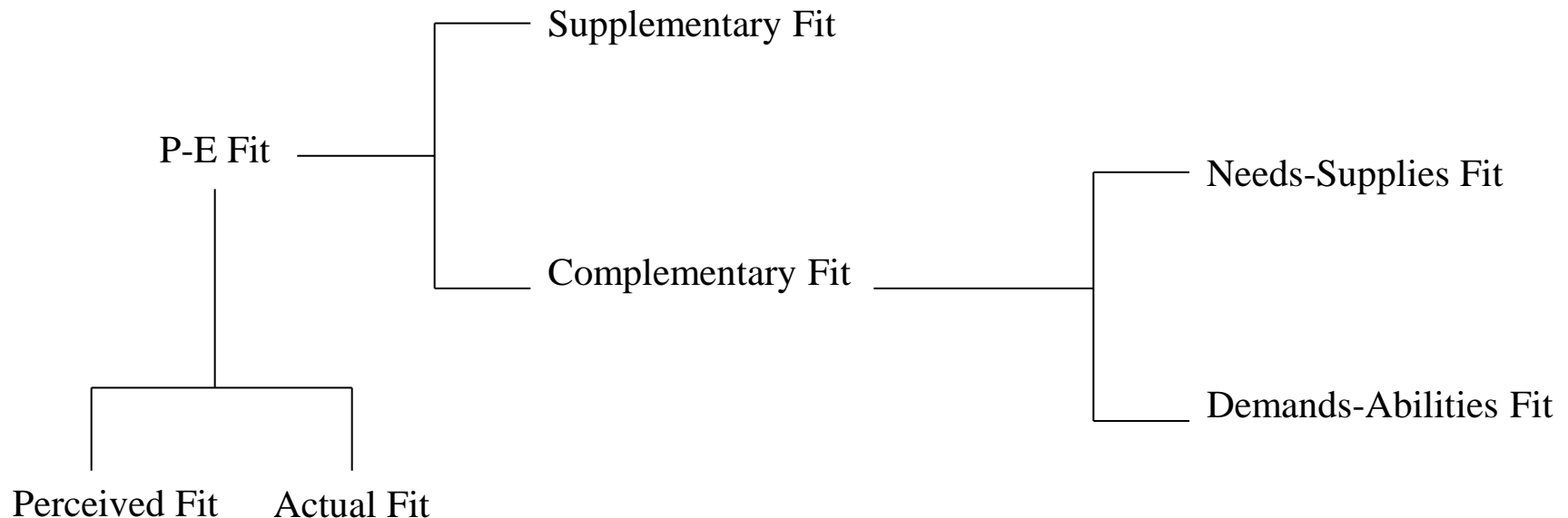
- The Vitamin Model of work values (Warr, 1987) states that increments of intrinsic, extrinsic or social work elements enhance job satisfaction, psychological well-being, and intentions to leave to a certain level (satiation level) beyond which the effects may have no further effect or even reverse.

Values and Retention

- Kristof (1996) made a model to integrate P-O fit conceptualizations.
- P-E fit has been conceptualized along three dimensions: supplementary vs complementary, needs-supplies vs demands-abilities and perceived vs actual fit.
- Complementary P-E fit subsumes needs-supplies and demands-abilities perspectives.

Values and Retention

Relationship among different conceptualizations of P-E fit



Source: Sekiguchi, 2004

Values and Retention

Three aspects of employment practices affect or are affected by P-O fit:

- During organizational entry, P-O fit promotes organizational homogeneity (e.g., ASA model). P-O fit also determines job search and choice behaviors and selection decisions.
- Organizational tenure and socialization practices normally lead to increased levels or supplementary P-O fit.
- Finally, long-term outcomes resulting from P-O fit include turnover, work attitudes, pro-social behaviors (OCB), work performance and organizational outcomes.

Values and Retention

In terms of organizational commitment

- Commitment denotes a strong belief in and acceptance of organizational goals and values, a determination to make a considerable effort and a steady will to maintain organizational membership.
- It has been associated with absenteeism (Gellatly, 1995, ctd. in Finegan, 2000), OCB, e.g., Organ and Ryan, 1995), turnover intentions and actual turnover.
- It is a multidimensional construct: affective, normative and continuance component.

Values and Retention

- Finegan (2000) advocates that instead of treating values as a large single continuum, we should consider that different values or clusters of values might have different effects on commitment.
- In her study, a cluster analysis yielded four value factors: humanity, adherence to convention, bottom-line and vision.

Values and Retention

- Perceived organizational values are more important in determining one's level of commitment than one's personal values or P-O values match.
- Value profiles which predict affective and normative commitment are different from those affecting continuance commitments. AC is better predicted by humanity and vision values whereas NC is associated with convention and bottom-line values.

Values and Retention

- Therefore, an organization reflecting an image of courtesy, consideration, fairness, etc. and also development, initiative, creativity and openness will achieve their employees' emotional attachment.
- On the other hand, adherence to convention means that the organization is perceived as valuing obedience, cautiousness and formality, hence their employees will be less affectively committed.



Values and Retention

- These values do little to inspire employee loyalty, unless they are endorsed moderately –in which case employees would be more likely to be affectively committed.
- Employees who thought that their organization valued mainly business would like to work elsewhere.

Recommendations

- Values have a privileged position in socialization processes –hence, their importance in the military.
- Generally speaking, values have a strong influence on behavior, whether (more rarely) directly or (more frequently) through other variables –mainly beliefs and attitudes.
- The armed forces need to adapt to societal change if they are to achieve their goals and their manpower (through R&R processes) –through assimilation and accommodation processes.

Recommendations

- Nevertheless, there is a need to preserve specific (core) values, since they form the basis for moral and ethical rules of conduct –e.g., the Armed Forces Regulations.
- In *recruitment*, values influence attractiveness since they alter information weight.
- Applicants seem to be more demanding about organization's advertising materials and less about outside sources –anecdotal info.

Recommendations

- Job seekers are more inclined towards organizations where value orientation matches their own.
- People usually leave organizations, not just jobs, hence the importance of P-O fit vis-à-vis P-J fit.
- As for *retention*, values as a component of P-O fit influence commitment and satisfaction and lowers turnover, though no relation with performance found.
- In fact, P-O fit (including value congruence) determines commitment which in turn is associated with absenteeism and turnover intentions and behavior.

Recommendations

- Living in a multicultural global world, individualism-collectivism value dimension becomes more important.
- Interaction of personal and situational variables accounts for the greatest variance in behavioral and attitudinal variables –e.g., Kristof model of P-O fit conceptualizations integration.
- Since value profiles predicting affective and normative commitment differ from those affecting continuance commitment, organizations should encourage values that inspire affective commitment (humanity and vision) and discourage those associated to continuance commitment.



Thank you for your
attention



Comments,
Questions?